



Recruitment Pack

Chief Operating Officer

GambleAware



Welcome

Thank you for your interest in joining our organisation as our new Chief Operating Officer. GambleAware is the leading independent charity and strategic commissioner of gambling harm education, prevention, early intervention, and treatment across Great Britain. In the last few years, we have undergone a marked transformation from a small charity to a leading strategic gambling harm and prevention commissioner with a budget of £50m plus. Our five-year Organisational Strategy was published in April 2021, outlining four key strategic priorities to help us achieve a new vision of a society where everyone is safe from gambling harms.

The recent publication of the [White Paper](#) on Gambling Reform signals an important step in improving regulation for gambling to adapt to the digital age and with it, provide certainty of funding via the introduction of a statutory levy. [GambleAware welcomes this](#) and also the recent publication of the consultation on the proposed gambling [operator levy](#).

GambleAware is now about to enter a crucial period, where the role of a Chief Operations Officer will key in steering through a sustained period of transformation so we can truly achieve our objectives, and help adapt the way we work in line with our pioneering journey. With a focus on financial leadership, operational excellence and developing the future direction of the charity, our new COO will enhance and build our organisational and leadership capability.

This is a critical and influential senior leadership appointment with a chance to shape and lead our operational services, ensuring high quality delivery both internally and externally, and focusing on strategic financial management against an often fluctuating backdrop. A key priority will be to continue to deliver best-in-class commissioning with a focus on improving rigorous procurement processes, and systems to enhance good governance during a period of transition to a new funding model. Alongside this, the development of financial strategy, organisation and people strategy, charitable governance and commissioning strategy, will be pivotal to achieve the organisation's four commissioning objectives.

Candidates will be strategic thinkers and bring a collaborative approach, able to engage, inspire and influence at all levels. You will provide a clear vision working closely with the senior leadership team, and help develop our future strategy as the system transitions to a new structure.

You will enjoy being agile, be comfortable with complexity and be able to work flexibly and at pace within nuanced circumstances that may shift in nature. Demonstrating a systematic approach and capability to work across breadth and volume, you will build credibility quickly with a range of stakeholders, and the board, with strong communication skills and a commitment to continuous improvement in all aspects of your work. Central to our new strategic priorities is a deep commitment to ensuring that the core principles of equality, diversity and inclusion are woven throughout all aspects of delivery, leadership, and governance. We also warmly welcome candidates with lived experience of gambling harms of similar, or experience of working directly with vulnerable communities.

If you believe you have the skills, background, and qualities we are seeking, I very much look forward to hearing from you.



Zoe Osmond
Chief Executive, GambleAware

About GambleAware

The issue

Over half of all adults in Great Britain participate in some form of gambling and for many this is a leisure activity that does not cause any adverse problems. However, for some, gambling can cause negative effects on people's health and wellbeing, including financial difficulties, relationship breakdowns and mental and physical health problems. Data from large-scale surveys across Great Britain indicate that between 1% and 5% of adults who gamble are experiencing problems from it (PGSI 8+). At the lower end of the scale this still amounts to around 300,000 people, while at the top end of the scale it is potentially over 1 million.

The World Health Organisation (WHO) classifies gambling disorder as an addictive behaviour whereby the pattern of gambling behaviour results in significant distress or impairment. However, the annual [GB Treatment and Support survey](#) found that more than one in three people with a gambling disorder do not have access to any treatment or support. Possible barriers to accessing such services include a lack of awareness of available services, social stigma, and a reluctance to admit experiencing gambling harm. It also evident that Covid-19 has only served to exacerbate health and social inequalities.

Approximately 350,000 (11%) 11–16-year-olds are reported as having spent their own money on gambling in the last week. This rate is lower than for young people drinking alcohol (16%), but higher than for those using e-cigarettes (7%), smoking tobacco cigarettes (6%) or taking illegal drugs (5%). Overall, 1.7% of 11–16-year-olds are classified as 'problem gamblers' and a further 2.7% are 'at risk'.

Our charitable objectives are:

The advancement of education aimed at preventing gambling harms for the benefit of the public in Great Britain, in particular young people and those who are most vulnerable, by carrying out research, by providing advice and information, and by raising awareness.

1. Working to keep people in Great Britain safe from gambling harms through the application of a public health model based on three levels of prevention:
2. Primary – universal promotion of a safer environment.
3. Secondary – selective intervention for those who may be 'at risk'.
4. Tertiary – direct support for those directly or indirectly affected by gambling disorder, by carrying out research, by providing advice and information, by raising awareness, and by commissioning the provision of effective treatment, interventions, and support.

GambleAware has a framework agreement with the Gambling Commission to help deliver the [National Strategy to Reduce Gambling Harms](#) (April 2019) within the context of arrangements based on voluntary donations from the gambling industry. The Gambling Commission's National Strategy recognises the significant negative impact gambling can have on health and wellbeing, relationships, family, and society and as such considers it to be a major public health issue, requiring a clear strategy combining prevention and education, treatment and support.

Gambling operators licensed by the Gambling Commission are required to make annual financial donations to fund research, prevention and treatment services. In June 2020, the Betting and Gaming Council announced that its (then) five largest members would contribute £100 million to GambleAware over four years; with this now becoming four members contributing £110m over the same period. As a commissioning charity, we are entering a new phase in our development as the profile of gambling increases.

Our new strategic objectives

Our new strategic priorities, outlined in our [Organisational Strategy 2021—2026](#), underpin this recruitment and influence the range of backgrounds now required on our board. Effective prevention of gambling harms requires a coherent and co-ordinated 'whole systems approach' involving partnership with the NHS, public health agencies, local authorities, and voluntary sector organisations. This ensures appropriate referral routes and care pathways are in place for individuals in need of support, including treatment, to receive the right intervention at the right time. The value of this collaborative approach is acknowledged in the NHS Mental Health Implementation Plan 2019–24, in which we are recognised as an NHS England partner in relation to the NHS commitment to opening 15 specialist Problem Gambling Clinics in the next five years. In Scotland and Wales, we are undertaking similar discussions with the NHS.

In order to meet the challenge and get to where GambleAware would like to be, the charity has established a new vision of a society where everyone is safe from gambling harms. All of our work will now be underpinned by four key commissioning objectives:

1. Increase awareness and understanding of gambling harms.
2. Increase access to services and reduce gambling harm inequalities.
3. Build capacity amongst healthcare professionals, social prescribers, debt advisers, faith leaders, community services and others so they are better equipped to respond to gambling harms.
4. Deliver effective leadership of the commissioning landscape to improve the coherence, accessibility, diversity, and effectiveness of the National Gambling Support Network.

Three key areas of work

Commissioning the National Gambling Support Network

We are a commissioner of integrated prevention, education, and treatment services on a national scale, with over £40 million of grant funding under active management. In partnership with gambling treatment providers, we have spent several years methodically building structures for commissioning a coherent system of brief intervention and treatment services, with clearly defined care pathways and established referral routes to and from the NHS – a National Gambling Support Network.

The National Gambling Support Network brings together a National Gambling Helpline, gambleaware.org, and a network of locally based providers across Great Britain that works with partner agencies and people with lived experience to design and deliver a system that meets the needs of individuals. This system delivers a range of treatment services, including brief intervention, counselling (delivered either face-to-face or online), residential programmes and psychiatrist led care.

Public health campaigns and practical support to local services

We produce public health campaigns on a national scale to support local services and to lead on awareness and behaviour change campaigns.

GambleAware also works to support local services across GB. For example, we have commissioned Fast Forward to make it possible for every young person in Scotland to have access to gambling education and prevention opportunities. In 2023, we launched the [Community Resilience Fund](#), which has given £1.4 million worth of grants to 22 local services across GB, from Alabare Christian Care and Support in Salisbury to Simon Community Scotland in Glasgow.

Commissioning research and evaluation to improve knowledge of what works in prevention

We use best-practice aspects of commissioning, such as needs assessment, service planning and outcome reporting to support effective, evidence-informed, high-quality gambling harms support services. Underpinning this is a commitment to monitoring and evaluating services to ensure ongoing and continuous quality improvement of the grant-funding process. We have focused on generating the 'what works for whom' evidence to support and inform education and early intervention approaches and tools, and treatment and support service design and commissioning. All our research is commissioned, monitored, and reviewed on an independent basis.

Approved by the National Institute for Health Research (NIHR) as an NIHR non-commercial partner, we follow Research Council Policy regarding research ethics, encouraging and funding open access publication in academic journals and data reuse.

How we work with Government

GambleAware works closely with several government departments, including the Department of Culture, Media, and Sports (DCMS) and the Department of Health and Social Care (DHSC) / the Office for Health Improvement and Disparities (OHID). In addition, GambleAware has a strong relationship with the Gambling Commission. Members of each of these organisations are invited to attend our Board of Trustee meetings as observers.

Equality, Diversity, and Inclusion Strategy 2021-2026

GambleAware has a dedicated Equality, Diversity, and Inclusion (EDI) staff group working to drive change throughout the organisation. The purpose of this group is to embed key principles across the charity that aim to call out and eradicate discrimination, prejudice, racism, ableism, misogyny, sexism, homophobia, and transphobia. The charity has outlined its aim to ensure all staff, commissioning partners and stakeholders are committed to driving change for a more equitable society, promoting zero tolerance towards inequality, exclusion, racism, and all forms of discrimination throughout the organisation and with its partners.

The work outlined in this strategy will serve to complement and support GambleAware's charitable objectives, which are to advance education aimed at preventing gambling harms, and to work to keep people safe from gambling harms through the application of a public health model. All actions GambleAware takes to improve and embed equality, diversity and inclusion must be evident, sustainable, and capable of measurement. In GambleAware's Organisational Strategy 2021-2026, a new vision for a society safe from gambling harms was set. To achieve this vision, it is essential the core principles of equality, diversity and inclusion are woven throughout the delivery of GambleAware's new strategic priorities.

Our future

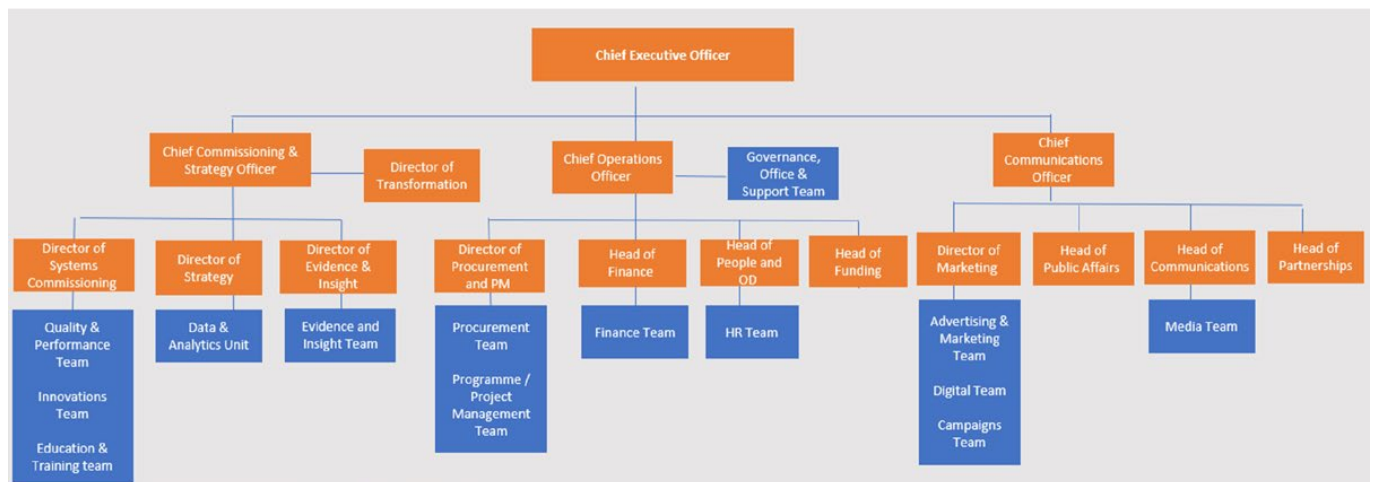
The 2020 pledge of up to £110 million from the largest gambling companies, together with the voluntary donations of the rest of the gambling industry, enabled us to continue to work in partnership with the NHS, public health agencies, local authorities and voluntary sector organisations across England, Scotland and Wales to further develop the National Gambling Support Network. The publication of the White Paper on gambling in April 2023 heralds a new chapter for the funding of gambling harm prevention and treatment and with it, stronger regulation. At this stage, GambleAware is focused on stabilising the system during the period of consultation and ensuring that our role as strategic commissioner is secured in the new system.

As part of our Organisational Strategy, GambleAware has set out four strategic priorities for the future:

1. Accelerate engagement and awareness to deliver targeted activity to raise awareness, reduce stigma and encourage engagement with information and advice, support, and treatment services.
2. Transform capacity and capability by collaborating with the NHS, public health agencies, local authorities, and voluntary sector organisations across England, Scotland, and Wales to support growth of an integrated system of prevention provision.
3. Increase equity and champion diversity to understand and address inequalities in experiences, access to services and outcomes for those experiencing gambling harms. We will take a collaborative approach working with a diversity of communities to ensure that support, services, treatment, and pathways to these services are accessible and effective.
4. Deliver best-in-class commissioning with a focus on improving processes and systems to enhance good governance, maximising transparency, and value for money. We will include the voice of those with lived experience in the coproduction of awareness-raising support, and treatment services.

Organisational Chart

In order to deliver the new organisational strategy, there is a need to increase capacity, improve capabilities and introduce a new structure to meet and deliver the detail of the various workstreams, including more than 40 new commissioning projects. The below matrix has been developed to define new leadership and management changes required for the new structure to work and provide a detailed competency framework to improve effectiveness and quality output



Our guiding principles:

GambleAware has a vision to see a society where everyone is safe from gambling harms. To help achieve this, we are steered by a clear set of values which guide our behaviour and shape everything we do.

We are all here to make a difference...

- We start from the perspective of people at risk of gambling harms
- We ask what impact we can have
- We are bold enough to set the agenda and lead the way
- We persevere until we reach our goals
- We do things that leave a legacy

...by working with curiosity and innovation...

- We strive for new ways to solve problems
- We share learning, insights and expertise
- We are willing to take risks or go out of our comfort zone
- We ask questions and welcome constructive challenge
- We learn from our successes and failures

...and pulling together as one team.

- We value everyone's talent and perspective
- We ensure everyone feels welcome and can be themselves
- We collaborate to deliver the best outcomes
- We go out of our way to help each other
- We celebrate everyone's success together.

Role Description

Role title: Chief Operations Officer

Accountable to: Chief Executive

Accountable for: Operations function

Main responsibilities of the role

Role Purpose

To lead and drive the operational services of GambleAware, ensuring high quality delivery to both internal and external customers with a particular oversight of strategic financial management. Deliver best-in-class commissioning with the focus on improving processes and systems to enhance good governance, maximising transparency and value for money. To develop and implement organisational strategy, financial and investment strategy, organisation and people strategy, charitable governance and commissioning strategy, to achieve the organisation's four commissioning objectives:

1. Ensure that gambling harms are clearly understood.
2. Collaborate to deliver a whole system approach to prevent gambling harms.
3. Enable people to access the advice, support and treatment they need.
4. Build and disseminate evidence-based learning and knowledge.

The Chief Operating Officer role will contribute to achieving the organisation's strategic priorities:

- Accelerate engagement and awareness by targeted activity to raise awareness, reduce stigma and encourage engagement with information and advice, support and treatment services.
- Transform capacity and capability by collaborating with the NHS, public health agencies, local authorities, and voluntary sector organisations across England, Scotland, and Wales to support the growth of an integrated system of prevention provision.
- Increase equity and champion diversity to understand and address inequalities in experiences, access to services and outcomes for those experiencing gambling harm. We will take a collaborative approach working with a diversity of communities to ensure that support, services, treatment and pathways to services are accessible and effective.
- Deliver best-in-class commissioning with the focus on improving processes and systems to enhance good governance, maximising transparency and value for money. We will include the voice of those with lived experience in the co-production of awareness raising, support, and treatment services.

Key accountabilities:

- To significantly contribute to the leadership of GambleAware; driving the organisation's overall performance and development and shaping current and future strategies.
- Lead the Finance team to provide critical oversight on the charity's financial planning and strategy.
- Work with the Executive leadership team to manage the charity's transition to a new funding environment (from voluntary to statutory as outlined by the government's [White Paper on gambling regulation](#)).
- Continue to strengthen and develop GambleAware's culture and ways of working, lead the people and cultural strategy of GambleAware.
- Support the Chief Commissioning and Strategy Officer in development and implementation of strategy, both to facilitate strategy but also to ensure compliance, value for money and good governance.
- Provide timely and relevant reporting and information to the Board and Committees, specifically the Resources Committee and Audit & Risk Committee.
- Custodian for the commercial and procurement processes and commissioning capabilities.
- Lead the project management function.
- Through the project management team, oversee the management and use of the Lived Experience Council and further be the champion of Lived Experience across the organization and everything it does.
- Oversee the governance of GambleAware, ensure compliance and best practice, developing governance in the changing environment.

- Maintain and develop organisation data and design, establishment controls, ways of working, competency framework and mature enabling people processes, leadership, team, line management capabilities.
- Maintain and continuously develop internal control systems and governance.
- Lead and continuously develop the risk and opportunity management strategy and related register.
- Accountable for External Audit, and accountable to the Audit and Risk Committee and Resources Committee.
- Oversee GambleAware's investment strategy and investments and work with the Resources Committee and external providers to achieve appropriate return on investment, factoring in risk and required cash flow.

Key responsibilities:

- Demonstrate a commitment to diversity, inclusivity and equal opportunity in working with colleagues and stakeholders with a wide range of perspectives and experiences.
- Responsible for leading, planning, co-ordinating and managing all aspects of finance on a day-to-day basis, supporting the organisation in meeting key strategic business aims and goals.
- Ensure financial business cases are defined and developed.
- Define, write and implement the financial strategic framework including the financial reporting requirements.
- Ensure the integrity of budgeting and forecasting, focusing on the internal consistency, its coherence with strategic planning and its interfaces.
- Required to support the Chief Executive Officer with the production of Board, Committee and Leadership Team papers and reporting tools.
- Promote and develop the culture of a learning organisation committed to high quality of care and continuous improvement.
- Manage the annual audit.
- Undertake any other tasks as reasonably directed by your line manager.
- Adhere to GambleAware policies and procedures.
- Be a good team worker, demonstrating loyalty and commitment to the organisation and team members.

Critical competencies:

The competency framework sets out how we want people in GambleAware to work.

The competencies are intended to be discrete and cumulative, with each level building on the levels below. The six competencies below are identified as critical to this role.

Brilliant Basics

- Role model strong leadership, influence and accountability for the achievement of commissioning and commercial outcomes relevant to organisational goals.
- Define and integrate clear structures, systems and resources required across the organisation to promote efficient delivery.
- Drive a performance culture across the organisation and achieve results through others, resolutely holding them accountable for outcomes.

Difference Makers

- Negotiate with and influence external partners, stakeholders and customers successfully at the highest levels.
- Drive a diverse and collaborative working culture which encourages transparency and open communication.

Game Changers

- Create clear joined up long-term strategies focused on adding value to society and making real, lasting change to population health.

This job description does not form part of the contract of employment and may be subject to change.

Person Specification

Knowledge & experience

Essential

- Experience of operating at board level.
- Development of performance reporting and management.
- Leading multi-functional teams.
- Providing corporate / back-office services.
- Commissioning, procurement and contract management experience.
- Leading Portfolio, Programme and / or Project Management teams.

Desirable

- Non-profit sector experience.
- Knowledge of the British gambling industry and the regulatory and legislative environment.
- Has a good understanding of Charity Commission guidance in relation to managing a charity.
- Experience of statutory accounts production.
- Production and implementation of financial and investment strategies.

Skills & abilities

Essential

- High Level oral and written communication skills.
- High level negotiation and influencing skills.
- Excellent presentation skills.
- Effective interpersonal skills, to present clear accurate and concise reports to strategic audiences.
- High analytical capacity to produce meaningful information.
- Credibility and gravitas at all levels with high integrity.
- Flexible, entrepreneurial and innovative approach in changing circumstances.
- Clear understanding of the need for strategic imperatives as well as delivering tactical solutions.

Desirable

- Significant emotional intelligence.

Qualifications

Essential

- Professional qualifications related to one or more of the operational team functions i.e. CIPS / ACCA or ACA / CIPD / ICSA / MoP or MSP Practitioner.

Desirable

- Qualified accountant (ACA or ACCA).
- Chartered Secretary.

General

Essential

- Committed to continuous professional development.
- Commitment to GambleAware's mission and values.
- A clear understanding of, and commitment to, equal opportunities and diversity, and a commitment to promote high standards of conduct, integrity and probity.
- Must be prepared to travel and attend meetings and training as required, which may involve occasional overnight stays.
- Eligible to work in the UK.

Desirable

- Keeping up to date with Charity Commission guidance.

This job description does not form part of the contract of employment and may be subject to change.

Terms of appointment

Salary

The salary range for this role is £130,000 - £140,000 per annum on a full-time permanent basis.

Location

Hybrid, a mix of home and office working, minimum 50% office based, Central London.

Additional benefits

We are committed to offering our employees a range of benefits to support their wellbeing. We regularly review and update our benefits and the list below summarises those currently on offer.

Annual flu vaccinations	Flexible working
Annual leave, 25 days plus public holidays and Christmas closure	Resilience Fund
Quarterly staff feedback survey	Investment in staff development
Cycle scheme	Mindfulness app
Death in service	Pension
Employee assistance programme	Private healthcare
Eye-test and DSE assessment	Season ticket loan

Equal opportunities

GambleAware is committed to Equality, Diversity and Inclusion – with an EDI group at the core of the charity that is committed to driving real change throughout the organisation. Our aim is to ensure that our staff, partners, stakeholders and those we commission – at all levels – are committed to driving change for a more equitable society promoting zero tolerance towards inequality, exclusion, racism and all forms of discriminations through the organisation and our partners.

GambleAware will be conducting quarterly staff surveys to allow for an open, honest and confidential way for staff to feedback and share their observations of the charity and make suggestions for improved ways of working going forward.

Career development

At GambleAware, we pride ourselves on offering a work environment that encourage professional growth. We have a competency framework in place that sets out the skills, knowledge and behaviours that lead to successful performance. The framework is used as a basis for determining what employees need to achieve and how they can work to achieve this.

The framework is designed to empower staff to take control of their career and we deliver on this by offering regular internal and skills-based training opportunities for all employees, at any level. There are also opportunities for coaching across the team and with junior colleagues and we also provide an internal mentoring framework for all staff.

How to apply for this appointment

We hope you will consider making an application. To do so, please visit: <https://starfishsearch.com/jobs/gamble-aware-coo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A short supporting statement (maximum two sides) that sets out why you are interested in joining GambleAware as their next Chief Operating Officer.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Search closes	Monday 27th November 2023
Structured discussions with top candidates	w/c 4th and 11th December 2023
Informal staff engagement sessions	Early w/c 8th January 2024
Final formal interviews	Late w/c 8th January 2024 (tbc)

